

///The Brand-new Deal

Investor Briefing

Digital Strategy ~Towards a Pragmatic Approach to AIX~

October 17, 2025

ITOCHU Corporation (8001)

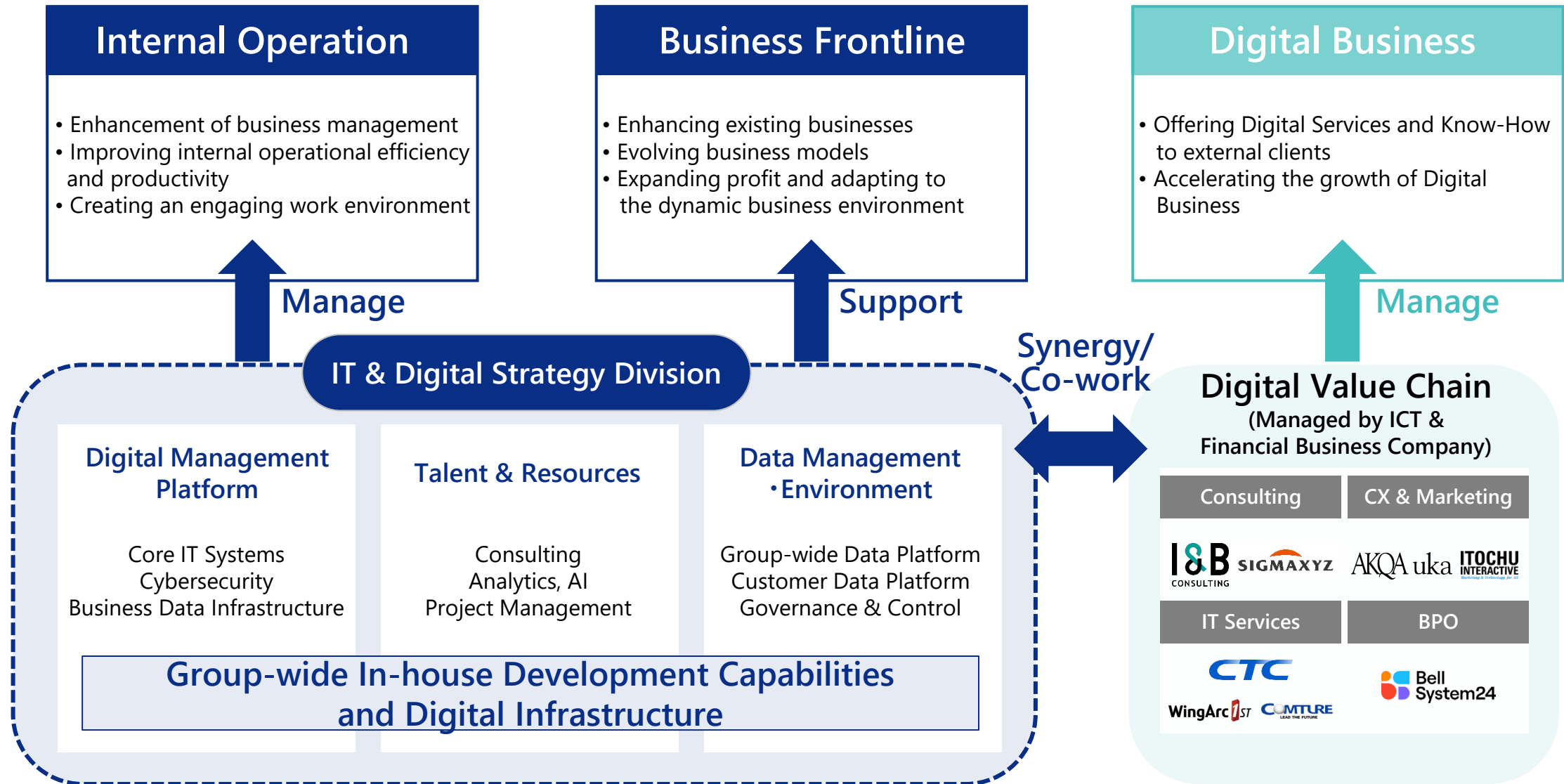
Junior Executive Officer
General Manager,
IT & Digital Strategy Division
Zenichiro Urakami

Forward-Looking Statements

Data and projections contained in these materials are based on the information available at the time of publication, and various factors may cause the actual results to differ materially from those presented in such forward-looking statements. ITOCHU Corporation, therefore, wishes to caution that readers should not place undue reliance on forward-looking statements, and further, that ITOCHU Corporation has no obligation to update any forward-looking statements as a result of new information, future events or other developments.



ITOCHU Group-wide Digital Strategy Driving Structure



1

Digital Strategy – Initiatives and Current State –

2

Accelerating ITOCHU's Digital Strategy through Horizontal Rollout within Group Companies

① The See, Solve, Run Service

– New services forged from data-driven insights and a group management strategy –

② Leveraging Generative AI

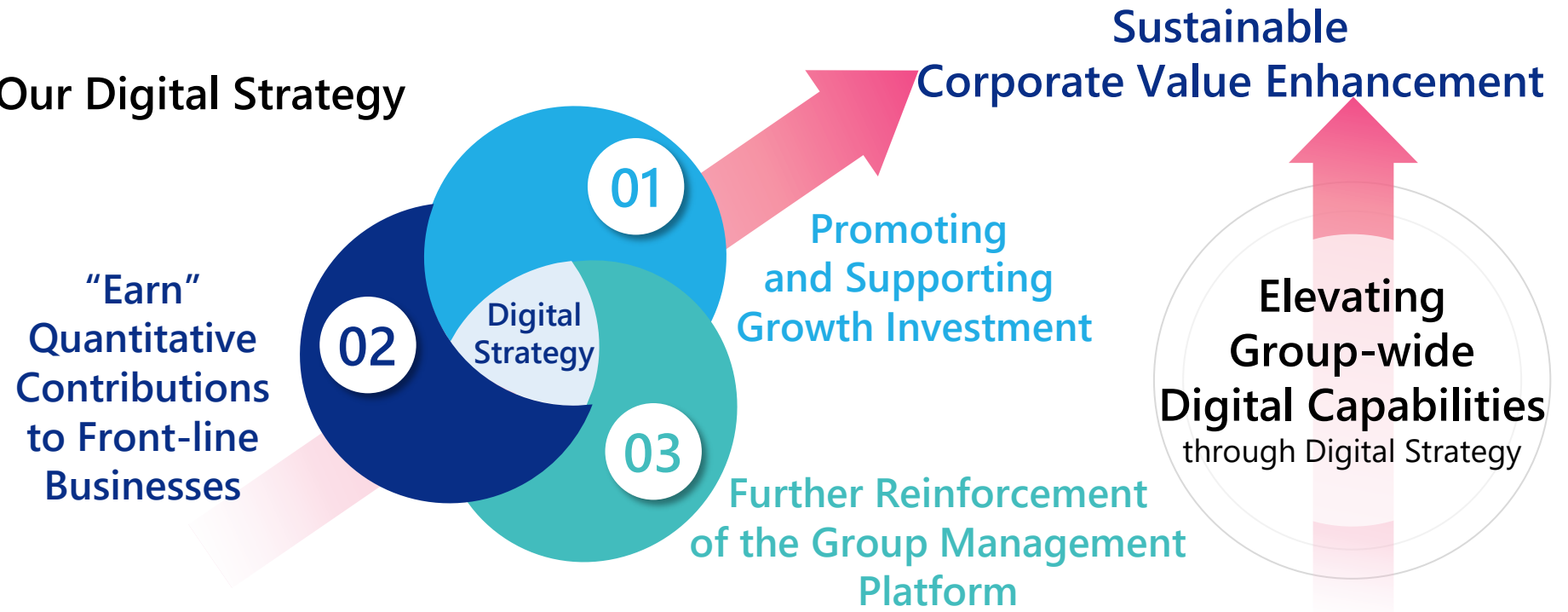
– Progress and Future Roadmap –

1

Digital Strategy – Initiatives and Current State –



The Three Pillars in Our Digital Strategy



Towards a Pragmatic Approach to AIX (AI Transformation)

Strategic and Continuous Digital Investments

Robust Digital Management Platform



IT System



Cybersecurity



Data



Talent and Organization



Expertise

Towards a Pragmatic Approach to AIX (AI Transformation)

Robust
Digital
Management
Platform



Data



Talent and
Organization



Expertise

① Enhancement and Stability of Mission-critical Systems

- Ahead of other Japanese companies
- Completed a major SAP upgrade in 2018
- Adapting flexibly to business changes through regular updates

Leveraging the latest
capabilities and functions

② Proactive Cybersecurity

- A Center of Excellence (CoE) with top-tier cybersecurity experts in Japan
- Comprehensive cybersecurity across the entire group

ITOCHU Cyber &
Intelligence, Inc.

Continuous risk alert
detection and major
incident prevention

Towards a Pragmatic Approach to AIX (AI Transformation)

Robust
Digital
Management
Platform



IT System



Cybersecurity



Data



Talent and
Organization



Expertise

3

Key to AI Success

Data Accumulation and Utilization

- Extensive a wealth of data from our consumer-related businesses
- In-house Center of Excellence (CoE) for data analytics

A Wealth of
Proprietary Data



AI
Technologies

4

Agility and Execution Excellence

IT & Digital Strategy Division

Closed Collaboration with Digital Value Chain
Managed by ICT & Financial Business Company

Consulting

CX•Marketing

IT Services

BPO

I&B
CONSULTING

SIGMAXYZ

AKQA uka

ITOCHU
INTERACTIVE

CTC

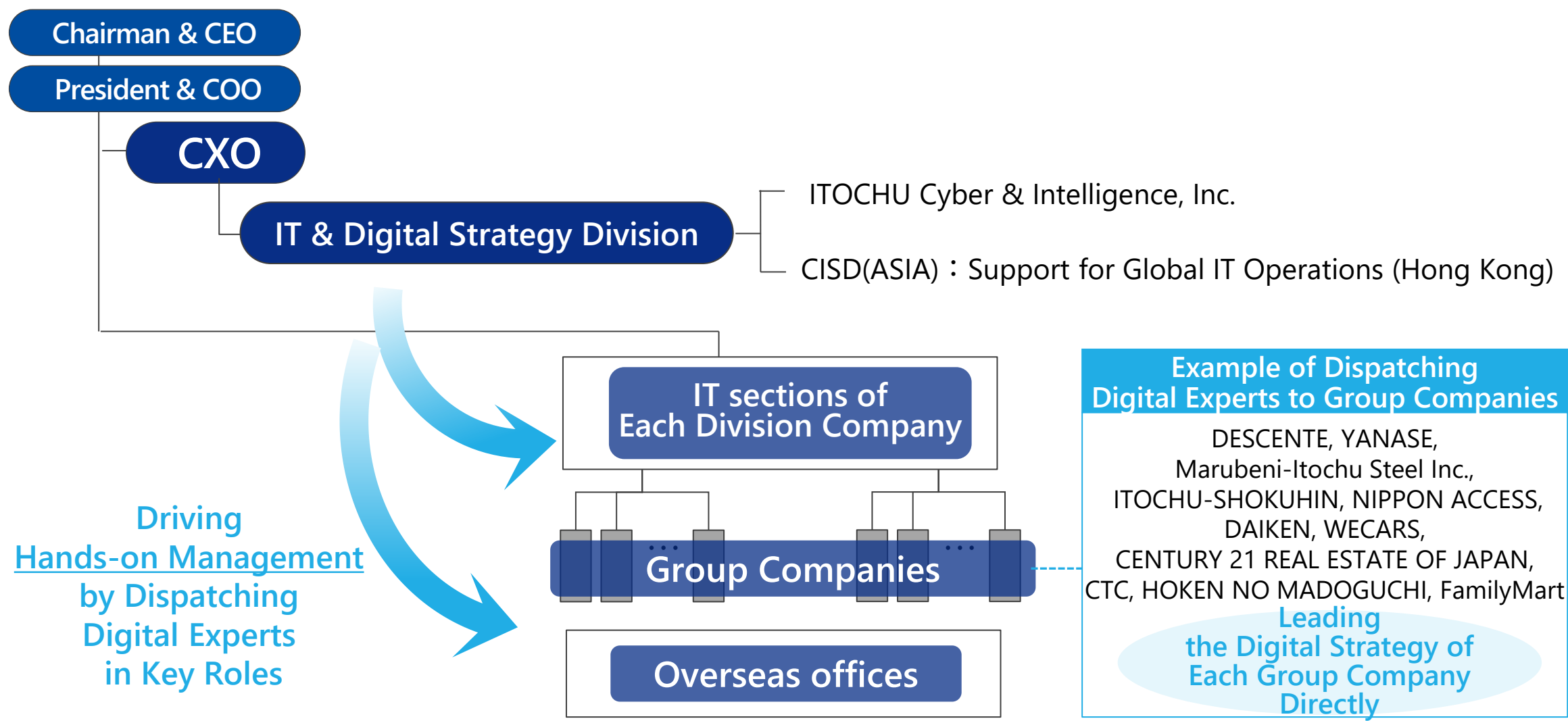
WingArc 1ST

COMTURE
LEAD THE FUTURE

Bell
System24

Hybrid In-house Model
Combined with Cross-Group Expertise

Assignment of digital talents from the IT & Digital Strategy Division



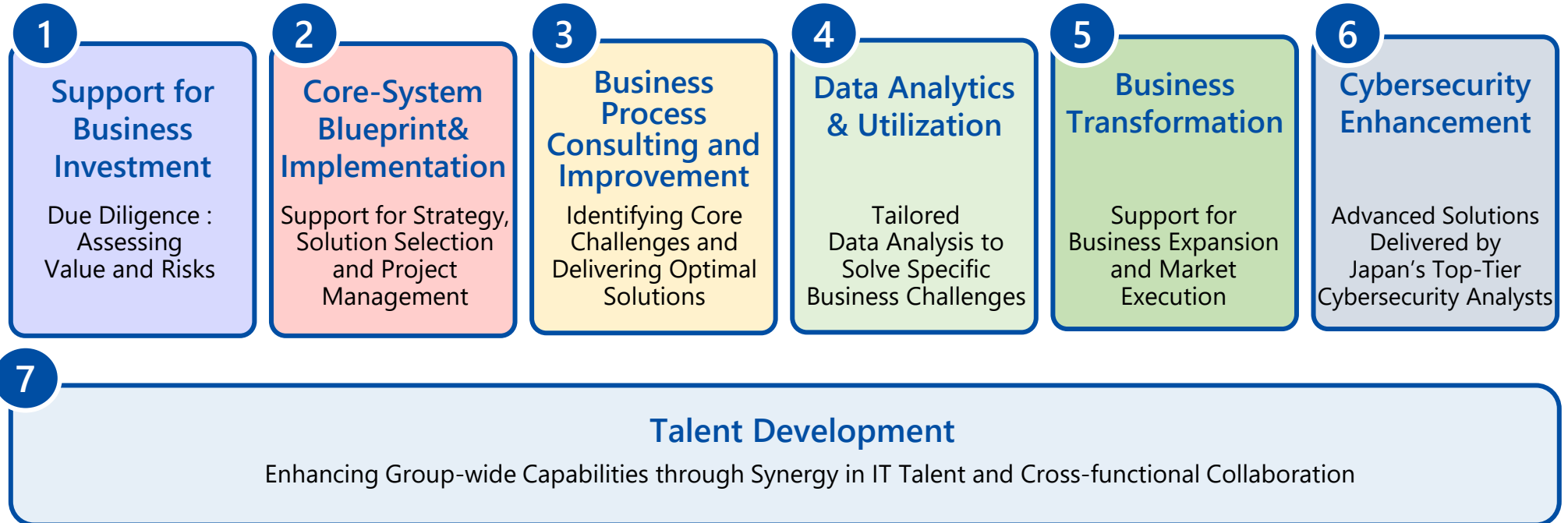
7 Core Services from the IT & Digital Strategy Division

From Deconstructing Business Challenges to Hands-on Implementation

Deep-Dive Issue Analysis

- Driving Projects with a Unique Blend of Digital Expertise and Business Acumen
- Addressing the core of complex business challenges to deliver tailored and effective solutions.

Service Menus



Enhancing Corporate Value over Group-wide

Hybrid
In-house Model

Strategic
Talent Assignments
to Group companies
(Hands-on Management)

Driving Digital
Strategy Execution
by Leveraging
Corporate Expertise

The 2025 Cliff*



Towards a Pragmatic Approach to AIX (AI Transformation)

Robust
Digital
Management
Platform



IT System



Cybersecurity



Data



Talent and
Organization



Expertise

Current
State of
ITOCHU



Transformation-Ready
AIX-Ready

* This refers to a warning by the Japanese government that many companies could face a massive economic loss and lose competitiveness after 2025 if they fail to modernize their aging legacy IT systems.

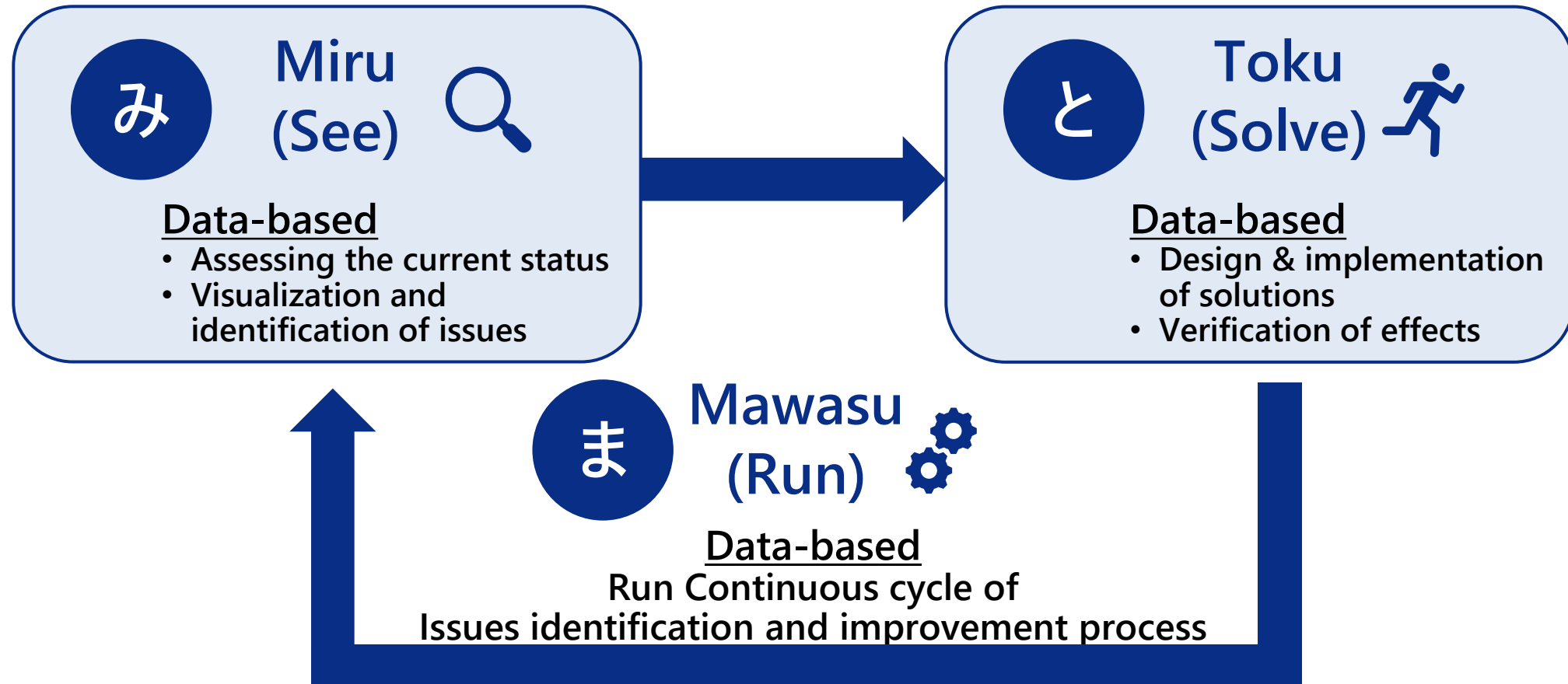
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Accelerating ITOCHU's Digital Strategy through Horizontal Rollout within Group Companies

①The See, Solve, Run Service

– New services forged from data-driven insights and a group management strategy –





Implementation focuses on improvements in supply chain operations, where many challenges exist within group companies.

Miru(See)・Toku(Solve)・Mawasu(Run) = "Mi・To・Ma" Service



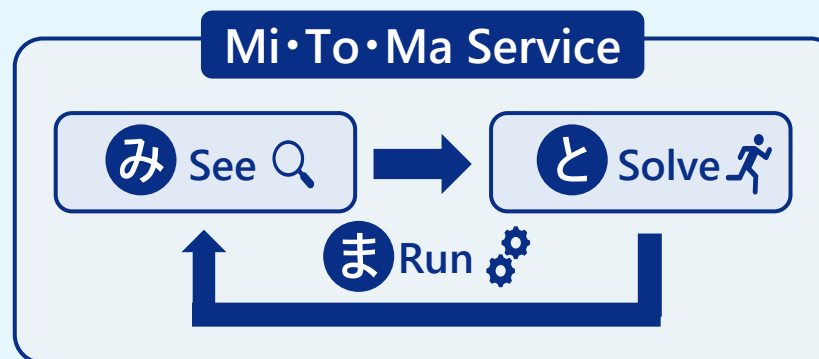
Individual support

Nippon Access

FamilyMart

Supply chain improvement
knowledge and expertise developed
within individual group companies

Standardization and Servitization



Roll out to Group companies

End-to-end service
that supports
until completion



Development of Standardized Dashboard

Areas

Approx. 70
Standardized
Dashboards

KPIs



Logistic Network
Efficiencies (Transportation/Loading/Time)
Direct Shipping Profitability
Outsourcing Contract Terms
2024 Logistics Issue



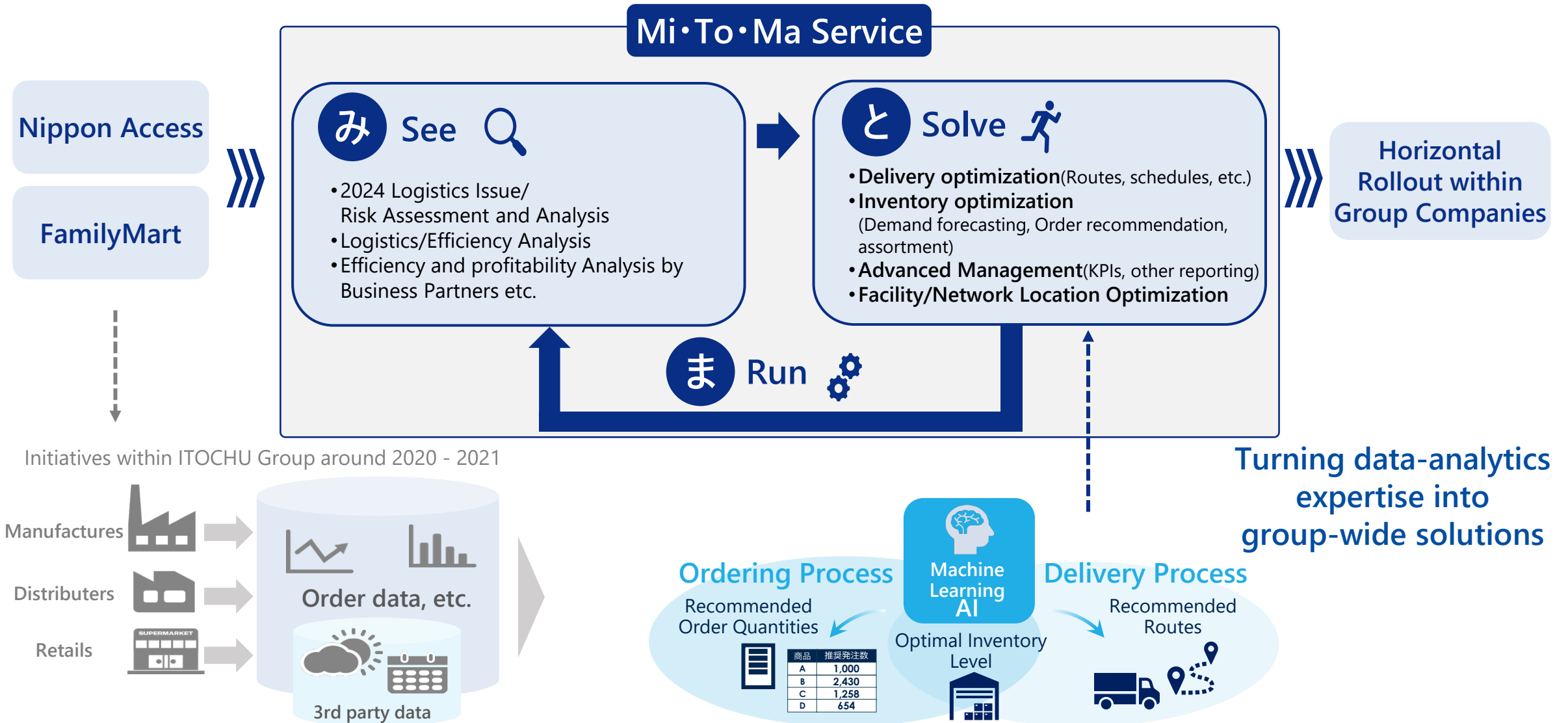
Cost structure
Productivity
Outsourcing Contract Terms



Stock Allocation
Inventory Turnover Rate

Express Service
that visualizes
issues in
a short period of
1.0-1.5 months

Miru(See)・Toku(Solve)・Mawasu(Run) = "Mi・To・Ma" Service



Actual cases of “Mi, To, Ma” Service

Case① Logistics & Warehouse Optimization

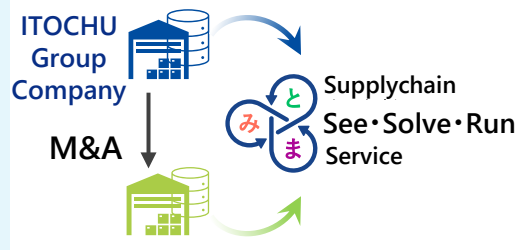


10 logistics sites

- Standardizing warehouse operations /improving productivity
- Increasing truck utilization
- Improving load factor (vehicle capacity utilization)

¥1.5bn/year of cost savings

Case② PMI process at a subsidiary (Hands-on Management)



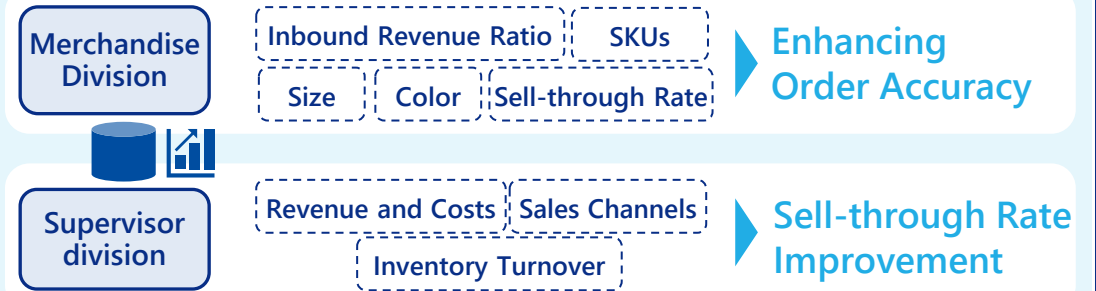
Optimization of workforce allocation

¥0.3bn/year of cost savings

Revision of contractual terms

¥0.1bn/year of cost savings

Case③ Inventory Analysis at Apparel Business



Case④ Acquiring New Customers with “Mi To Ma”

Divisions / Group Companies

IT & Digital Strategy Division

Diagnostic Service・Proposing Shared Logistics, etc.



Business Partners

Cut

11 Companies (17 Projects)

Improvement effects amounting to several hundred million yen per company

Earn

Future Roadmap : Rollout to 80 group companies and embed AI agents

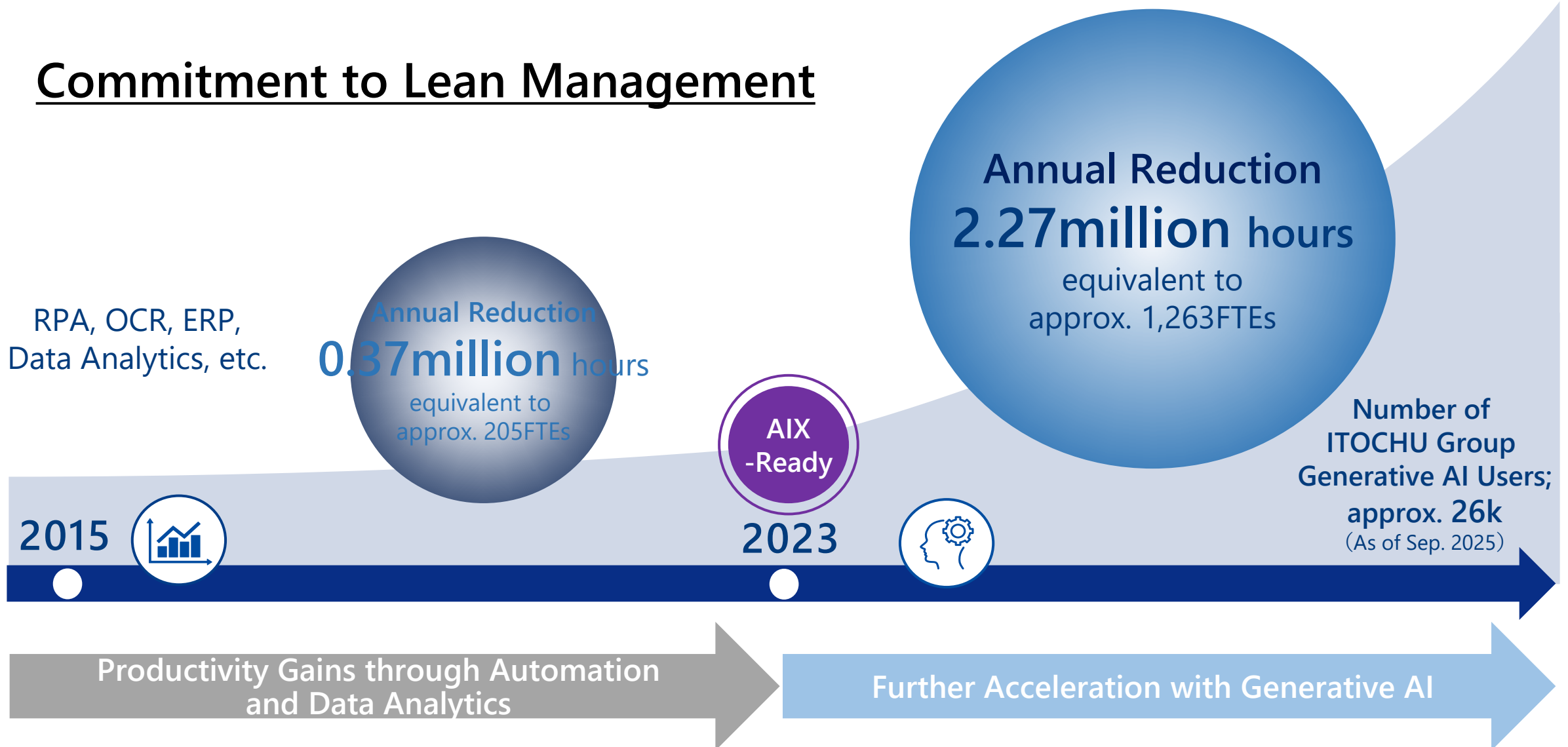
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Accelerating ITOCHU's Digital Strategy through Horizontal Rollout within Group Companies

②Leveraging Generative AI – progress and future roadmap –



Commitment to Lean Management



Industries with Significant Impacts from Generative AI



Marketing & Sales



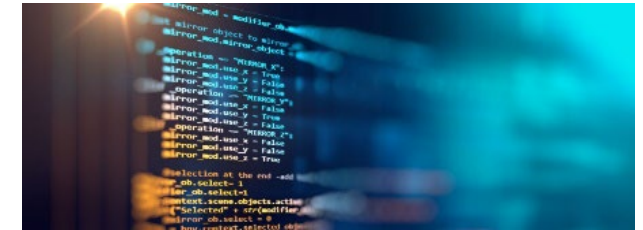
Personalized Digital
Signage Ads
via AI Cameras

Customer Support



Automated
Customer Interaction
via "AI Operator"

Development



Improving Efficiency
in System Development
& Operations using
Generative AI

Expand Successful Initiatives across the Group and Accelerate Adoptions



GenAI is now standard practice for all ITOCHU employees

- Deep Dive into Advanced Business Use Cases
- Use Cases Discovery

Ideation for Disruptive Business Change

Sharing Knowledge, Insights, and Trends

Hands-on Training

Workshops & Small Sessions

External Speaker Sessions

Beyond Productivity: Driving Revenue with AI

Use case of GenAI ① : Plastic Material Finder

Energy & Chemicals Company

Import and Sales of Plastic Materials for Domestic Manufacturing Customers



Varied need



Customer

Delivery Lead Time,
Cost Information (incl. Tariffs)

Product Specifications,
Physical Property Data

Instantly identify and
propose the best product
with the fastest delivery
during sales meetings

Market-in
Approach



I-Colleague
ITOCHU GenAI

Export Country
Information



Real-time Data from
Supplier Warehouses



A large volume of
product data, diverse
specification parameters

XYZ Chemical

物性項目	サブ項目	単位	試験方法	AAA	BB
基本物性	MFR	g/10min	JIS 123	0.5	
基本物性	密度	kg/m³	JIS 456	900	
基本物性	引張破壊応力	MPa	xyz	10	
基本物性	引張破壊伸び	%	xyz	500	

Roll out to
all trade-related
businesses within
other segments and
group companies



Leveraging this proven model
for group-wide expansion

Benefits:

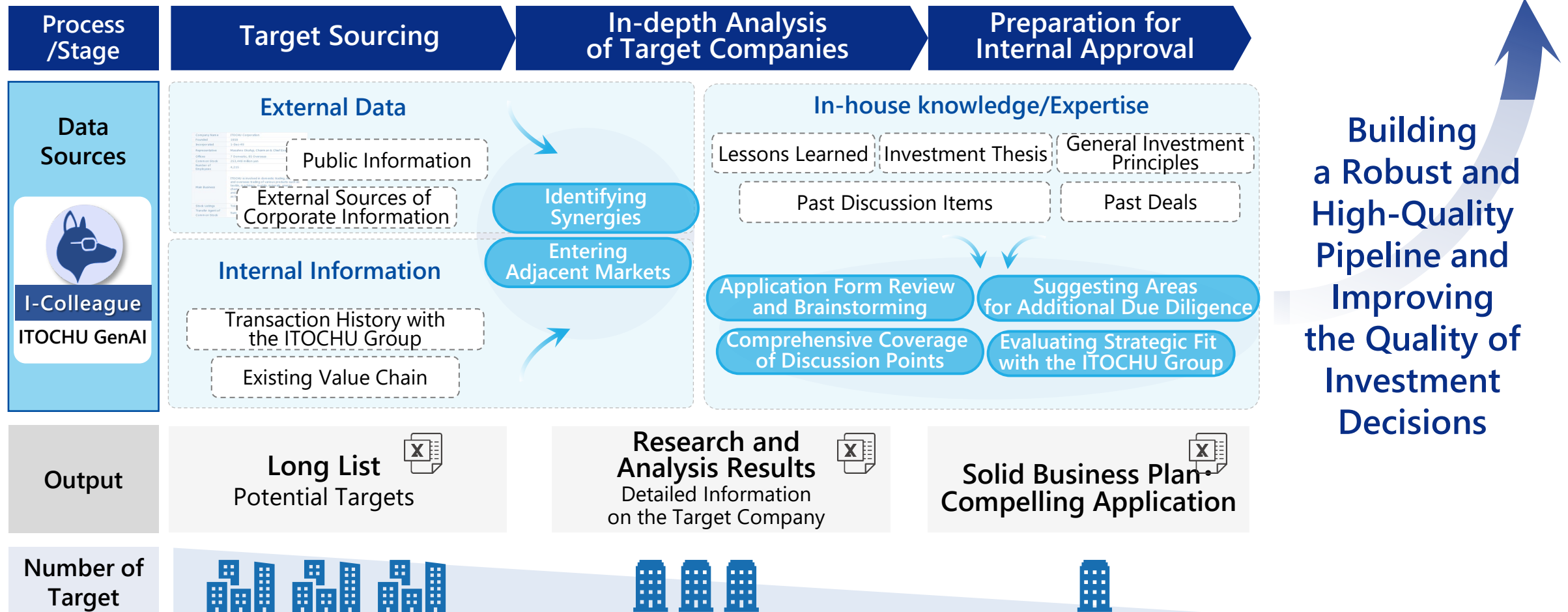
- Enhancing Proposal through Standardized Business Process
- Increasing Deal Volume
- Reducing Customer Response Time

Use case of GenAI ② : Support for Business Investments

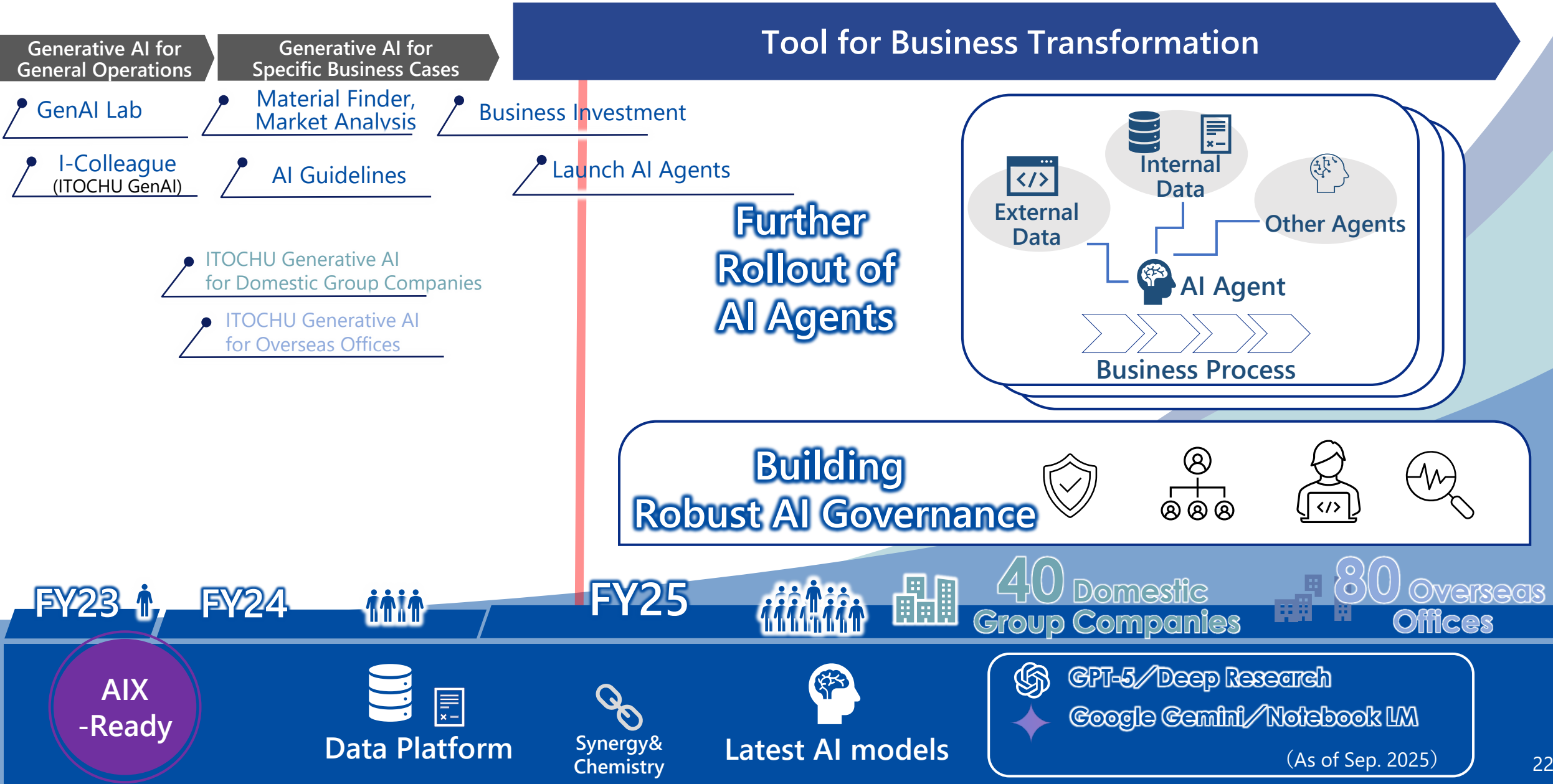
Management Policy // **The Brand-new Deal**

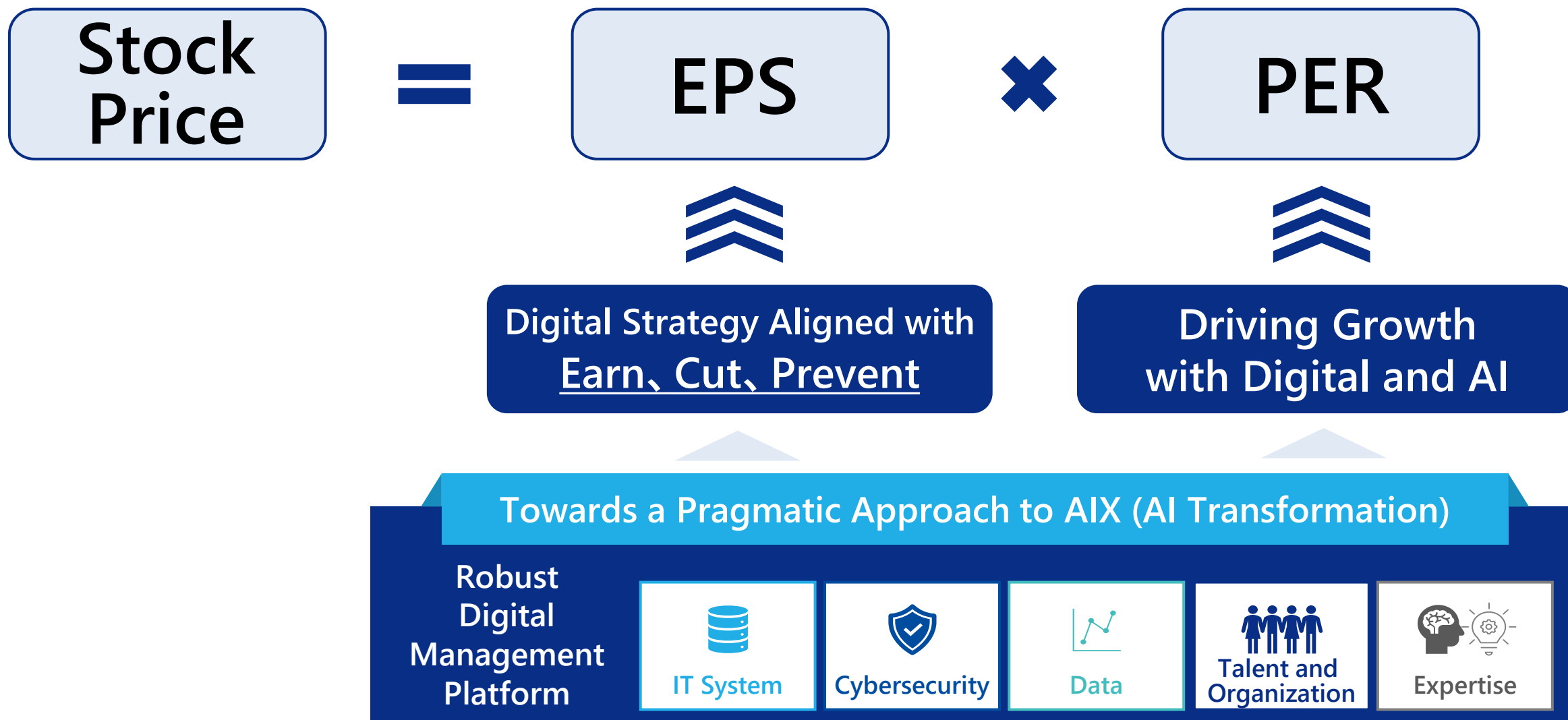
Grow earnings

No growth without investments



AIX (Transformation) Future Roadmap







ITOCHU
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